PMI ORANGE COUNTY MILESTONES

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PMI-OC VISION

We are recognized as the volunteer organization of innovative project management professionals. We provide value to our stakeholders and the community at large. We promote the development of project management as a benefit in all industries.

PMI-OC MISSION

We promote project management by providing services, tools and knowledge to project sponsors, project managers, team members and the community. We provide a forum for networking and opportunities for social interaction.

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JUNE 10TH PMI-OC DINNER MEETING

The Heritage and Power of the Integrated PM/SE Project Cycle

By Harold (Hal) Mooz

Organizations that successfully transition from ad-hoc work practices to a repeatable, controlled process usually transition first to a project cycle and then to a gated project cycle to manage accomplishments.

By examining past and present project cycles, we can identify the primary concerns of the industries for which the cycles were designed. For example, project cycles of government projects tend to be representations of the technical development or systems engineering (SE) process, while project cycles of commercial organizations tend to reflect the pursuit of the business case and project management (PM) approach. It is unusual to find fully integrated project cycles that address both the business (PM) and technical aspects (SE) as an integrated process.

Fully integrated project cycles that reflect both project management and systems engineering strategic objectives and tactical approach should depict the three aspects of phased expectations: business, budget, and technical. The business and budget aspects are highly project management-centric, while the technical aspect reflects the systems engineering (solution development) cycle. The three aspects must be constructed congruently and must remain congruent to ensure project and system integrity and the associated high probability of success. Imbedded control gates should punctuate the cycle to focus development creativity on the elaboration of the technical baseline and satisfaction of the business case, which may be evolving over time due to market forces independent of the evolving technical baseline.

Harold Mooz is the founder and CEO of Center for Systems Management – a company dedicated to training, mentoring, consulting, and culture building in project management and system engineering and related disciplines. Harold has been a certified PMP for several years and was recently re-certified in 2001. He is an active member of PMI and a member of the international group developing International PMBOK®. He is also a member of the International Council on System Engineering (INCOSE) and was the recipient of the CIA Seal Medallion for contributions in project management.

An experienced Chief Systems Engineer, Program Manager, and Deputy Director of Programs for intelligence satellites at Lockheed Missiles and Space Company, Mr. Mooz has consulted for companies such as NASA, CIA, Department of State, DOE, Lucent Technology, AT&T, and a host of government contractors including Lockheed Martin, TRW, TASC, General Dynamics, Boeing, and GTE.

He also co-authored two books, Communicating Project Management published 2002 by Wiley and Sons and Visualizing Project Management published in 1996 by Wiley and Sons which became a best selling project management book on Amazon.com within six months.

Vendor Showcase: Planview
See Ad on Page 8

NEW PROJECT MANAGEMENT PROFESSIONALS

Ming Chen	PMP-#64383
Gary J. Cianciolo	PMP-#65243
Jeffrey Arnold Cole	PMP-#64169
William G. Epstein	PMP-#65881
Michael Allen Graupner	PMP-#65572
Robert Frank Halley	PMP-#64448
John R. Kusel	PMP-#65906
Brian J. Luttrell	PMP-#64685
Michael Burton McFadden	PMP-#64281
Marshall Harcourt Parsons	PMP-#65169
Luis R Rodriguez	PMP-#66032
Robert Joseph Ryan	PMP-#64482
Mario Torres	PMP-#64207
Jerri Lynn Walker	PMP-#64516
Alane Marie West	PMP-#65758
Craig D. Wilson	PMP-#64306
Gregory Wayne Winslow	PMP-#65759
Paul R. Wyrick	PMP-#64354
Nooshin Yoosefi	PMP-#64305

Total new PMP's	19
Total PMP's	332

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Rockwell Automation

Cornelius Fichtner

Jean Frank
Autoclub of Southern California

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Timothy Habal
Vision Quest Consulting

Raveesh K. Hampapur

John D. Hayes

Rodney S. Hendrixson

Stefani Kerr
ECCU

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THE PRESIDENT'S COLUMN

Doing the Right Things, Doing Things Right

Businesses must change and evolve at increasingly faster speed to remain competitive. The flattening of organizations has removed the middle layer of management. Companies must do more with less. They must choose the right things, then do the things right - no time for false starts and missed marks. To address these challenges, businesses have moved toward enterprise project management culture - viewing their initiatives as projects and using project management skills and techniques to:

- Ensure initiatives undertaken best meet corporate strategies and objectives
- Ensure cost, scope, schedule and quality are properly controlled
- Ensure the best resources (people and tools, materials etc) are available as needed to successfully implement initiatives

By meeting these goals, Enterprise Project Management impacts the bottom line by improving productivity, ensuring competitive position and ultimately increasing profitability.

The EPM Vision

An enterprise project management culture is in place where company goals are achievable through a portfolio of simultaneous projects. EPM requires a systematic approach and includes corporate strategy projects, operational improvement, and organizational transformation, as well as traditional development projects.

While a Corporate Project Management Office manages strategic and complex operational and developmental projects, trained staffs in the functional units manage smaller projects and departmental efforts. Regardless of who is managing the project, a standard methodology is followed and budget, schedule and scope can be tracked and reported to Management. The PMO maintains the project methodology, provides reporting, provides internal consulting and mentoring to department project managers, and is accountable for managing larger, strategic projects.

The PMO also works with Management to establish corporate Vision, Mission, and Objectives as well as Strategies and Action Plans to meet the established goals. The PMO works with the individual departments to understand their needs and help them determine the best courses of action for achieving corporate goals. The PMO facilitates an objective process for prioritizing projects on an annual and on-going basis.

State of the art tools allow detailed estimating and tracking of all project activities. Management can view progress to date at any time via the reporting dashboard. Reporting is seamlessly integrated – detail and summary views are readily available without manual intervention.

Resources are assigned to projects based on skills and availability. This information is readily available from the corporate resource database, which integrates with the project management and reporting systems. Project estimates and actual cost for resources and materials are tied to the Corporate General Ledger for accurate tracking to budgets.

Moving Toward EPM

Companies evolve to an Enterprise Project Management culture. Rome wasn't built in a day and this type of paradigm shift requires a phased approach that may take several years to fully implement. Executive sponsorship and the establishment of the Corporate PMO are the initial keys to success. Some initial activities for start up include:

Continued on Page 3

PMI RECERTIFICATION PROCESS 2003

Congratulations! You are a PMP®! Now What?

The Continuing Certification Requirements (CCR) support the ongoing professional development of Project Management Professionals (PMP®) and the maintenance of PMP recertification**. PMPs must complete and submit a minimum of sixty (60) Professional Development Units (PDUs) every three years.** The PDP Cycle begins on 1 January of the year following initial certification. However, you can begin accruing PDUs as soon as you become a PMP. Your Continuing Certification Cycle can be identified by the dates on your PMP Certificate**.** For more information**,** refer to PMI's *Continuing Certification Requirements Handbook* available at www.pmi.org.

What is a PDU?

The PDU is the measuring unit used to quantify approved learning and professional service activities. Typically, one PDU is earned for every one hour spent in a planned, structured learning experience or activity. Fractions of PDUs may be reported in 0.25 increments following one full hour. For conversion purposes, one Continuing Education Unit (CEU) equals 10 PDUs.

How Do I Earn PDUs?

A PMP earns required PDUs by participating in five activity categories

- Category 1: Formal Academic Education (e.g. earning an MBA in project management)
- Category 2: Professional Activities and Self-Direct Learning (e.g. researching and writing an article for PMI-OC's *Milestones)*
- Category 3: PMI Registered Education Providers (e.g. attending PMI-OC monthly dinner meeting or advanced topics seminars)
- Category 4: Other Provider (e.g. attending a project manage training session at work)
- Category 5: Service to Professional or Community Organization (e.g. volunteering to serve on a PMI-OC committee)

How Do I Report Earned PDUs?

PMPs are responsible for reporting their CCR activities as they occur. PDUs may be reported via several alternative methods:

1. **MAIL**: Make a copy of the PMP Professional Development Activities Reporting Form, enter the required information, and mail the form to PMI/PDP Records, College of Continuing Education, 1700 Asp Avenue, Norman, Oklahoma 73072-6000.
2. **FAX**: Fax the form to (405)-325-6925.
3. **ONLINE**: Fill out the PMP Continuing Certifications Online Activity Reporting Form and submit it.

Submitting your PDUs online is quick and easy. Follow these simple steps:

1. Go to www.pmi.org.
2. Mouse-over **Professional Development & Careers** from main menu bar.
3. Select **Certifications** from drop down menu.

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President's Column

Contined from Page 2

- Performing an assessment to determine which areas are most critical – where is there a quick win and an opportunity to demonstrate proof of concept.
- Developing a PMO Charter quickly to establish objectives, roles, responsibilities, services and benefits that the PMO will provide. The charter should be published to the organization to begin the corporate education process. Moving toward EPM is a major culture change that requires proper education and publicity to gain acceptance.
- Begin building the project Portfolio by working with Executive Sponsors to identify initiatives, categorize and link them to corporate objectives, and identify priorities.
- Begin educating the organization on the value of Project Management. Assess PM maturity and identify areas where training and mentoring can provide benefits.
- Think process first, then technology. Develop manual reporting and tracking processes first. Once organizational requirements are understood, automation can be evaluated.

In summary, successful organizations prioritize initiatives that clearly support Corporate Strategy, align and manage an integrated portfolio of projects, and institute solid Project Management disciplines at the individual project level. The Corporate PMO provides the focus to shift the organization toward the culture of Enterprise Project Management.

Adrienne Keane, PMP

VOLUNTEER OF THE MONTH

Theresa Theiler Honored as Volunteer of the Month

A resolution was unanimously passed, at the April Board meet-ing of your Chapter, designating ***Theresa Theiler*** as the ***Volunteer of the Month for May***. Chapter Volunteer Coordinator, ***J. C. Moreno*****,** honored Theresa at our May 2003 general meet-ing, by presenting her with a Certificate of Appreciation.

A 13-year veteran in our chapter, Theresa joined PMI-OC in 1990 making her one of our "pioneer" members. By her own admission she was inactive as a volunteer-until recently. On being contacted before the meeting that she would be so honored, she reacted with some puzzlement, "This seems so odd to me. I really do so little for the chapter, but of course, I am happy to receive the certificate." Notwithstanding her genuine modesty, the Board of Directors, in making their selection, ranks high the quality of the volunteer work and how significant is that effort to the benefit of the chapter as a whole. Theresa efforts most certainly meet these criteria.

During the previous and current year, Theresa frequently volunteers her time and effort at the registration check-in table at the monthly meetings. She also acts as one of the chapter ambassadors, greeting people at the door (especially first-timers), introducing them around and generally making them feel welcome. Additionally, Theresa has managed and maintained the Job Opportunity Listings on the chapter's web site.

Theresa works at Southwestern Bell Telephone as a Network Project Manager. She has the distinction of being one of our earliest certified PMP's, having received it June 1991.

On asking Theresa for a short quotable statement about why she likes volunteering for PMI-OC, this is what she said:

By getting involved, I get to participate with folks who are really enthusiastic about Project Management, and are working to enable us all to have better education, networking and opportunities. Besides, it is fun!

Dave Jacob

TRY YOUR KNOWLEDGE ON PMP EXAM

(answers are on page 12)

Here is a sample of some questions (all on Earned Value) :

You are in the process of preparing a project progress report for your customer. The following four possible sets of earned value data are provided. For each set of data we will assume that:
The Budget at Completion **(BAC)** = $5,000; The Planned Value **(PV)** = $1,000

Scenario 1: Earned Value (EV) = $800; Actual Cost (AC) = $600

Scenario 2: Earned Value (EV) = $1,000; Actual Cost (AC) = $1,000

Scenario 3: Earned Value (EV) = $1,200; Actual Cost (AC) = $1,000

Scenario 4: Earned Value (EV) = $1,000; Actual Cost (AC) = $1.200

Match, as closely as possible, the above earned value data to one of five following narratives.
(Note — there will be one unused narrative.)

A. This project is right on target. Everything is going according to the plan. SV = 0; CV = 0.

B. Producing more with less time and money than planned. We could be done early and under budget. We should be pleased with this situation. However, let's not brag about it. We're only 20% into the project, too early to be arrogant or complacent about the outcome.

C. Cost performance is better than plan. However, because schedule performance is worse than plan, this project needs further scrutiny if there is an activity on critical path that's contributing to the poor schedule performance. If critical, we might consider using the forecasted cost under-run to "crash" the project to bring the schedule back to plan.

D. We are burning 20% more money than we are earning. Our schedule performance is right on plan. This situation may be OK, if our project charter states we must stay on schedule "at all costs".

E. This is not a good situation. We are over-running cost and are behind schedule. In fact schedule performance is worse than cost performance. We are only 20% into the project and we have serious problems, requiring immediate attention.

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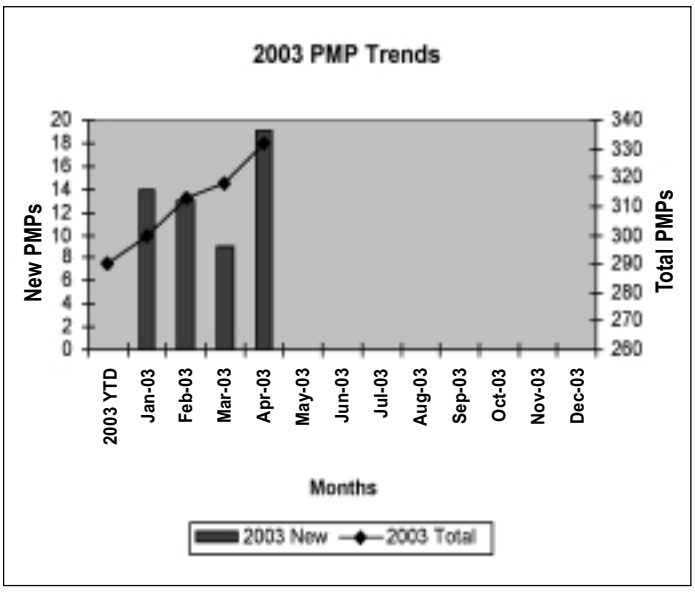
unex.uci.edu/accelpm

MEMBERSHIP AND PMP TRENDS



PMI-OC Network Meeting for Career Enhancement

On May 6 we held our first networking event for Project Managers who are interested in improving their job situation. The meeting happened, on the date planned, and within budget - well of course, we're Project Managers.

Jeremy Laundergan, **Andrew Chen**, and **Bill Postma**, along with the help of many others pulled off this event and hope to provide additional meetings such as this to allow our members and other interested parties to help each other in their search for the right job. **Terry Ehrhard** arranged for us to meet at Green Valley Club House in Fountain Valley, compliments of Fountain Valley City Councilman, Gus Ayer. This was an excellent venue and the perfect place for some pizza, pop, and project management talk.

The concept is that within your project manager network, there is someone who can put you in touch with someone who can lead you to a better job. And the larger your network, the more quickly you'll find that dream opportunity. We started with introductions with each of the 56 attendees telling their name, a bit of their experience, and what they are looking for.

Then each person found someone they didn't know and spent 5 minutes getting some specifics re: how they could help each other. This was repeated 3 times before we had a took a break.

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Recertification Process

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4. Click on **PDU Reporting Forms** link found in right-hand Quick Links column
5. Click on **Submit your Activities Reporting Form Online** link.
6. Enter your PMI ID number which can be found on your PMI Member Identification Card (If you do not know yours, call PMI's Certification Dept. at (610) 356-4600.)
7. Enter your password which is the first four characters of your last name.
8. Complete the form. (The date format is DD/MM/YY)
9. When done, print the page for your own records before submitting the form.

It takes approximately 2-3 weeks for the information to appear on your online transcripts. **Remember PMPs should maintain a personal CCR folder with documentation that supports reported activities.** A percentage of PMPs will be randomly selected for auditing purposes each year; therefore documentation should be maintained for at least 12 months after the CCR cycle has ended.

How Do I Know How Many Total PDUs I Have Reported?

Continuing Certification Requirements (CCR) transcripts may be viewed online on PMI's website, by entering your PMI Member Identification Number and the first four letters of your last name as the security password.

PMI-OC Network Meeting

Continued from Page 6

Rita Slayton, Workforce Center Coordinator, Anaheim Workforce Center, then did an excellent job of enlightening us as the services provided by various city and county agencies via the One-Stop Centers.

This was followed by a time of sharing networking resources such as books, networking groups, etc. and very quickly our two hours had been spent and then the networking con-tinued informally as it usually does when you have gregarious, and energetic project managers.

Be sure to keep your eyes open for the next networking event and then JOIN US. In networks, bigger is better.

Bill Postma, PMP

PMI-OC Career Networking Group

In Search of a Monthly Meeting Venue!!

If you have or know of a company that may be able to provide a monthly meeting space for free or at a nominal cost, which can accomodate 80 to 100 people, please contact:

Rod Hendrixson at scandrix@earthlink.net

or

Catherine Ford at cjford@earthlink.net

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MAY MEETING REVIEW

The Next Time You Order a Book, It Won't Be in Print Until You've Paid for It.

Speaker **Ed Fern** , PMP (right), with PMI-OC Vice President of Communication, **Bill Postma**

You cannot really buy any book that way yet. Or can you?

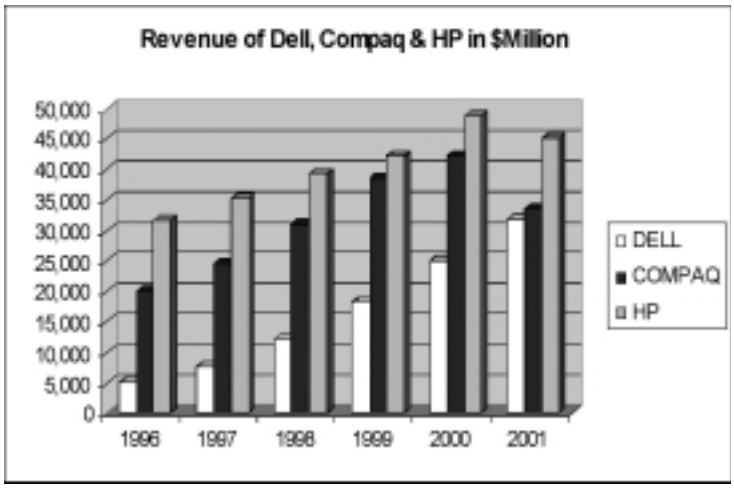
Ed Fern has just written such a book together with four[1] coauthors. In it, he explains his view of what he terms Mass Customization:

"You are able to buy exactly what you want, and not what somebody else thinks your group wants."

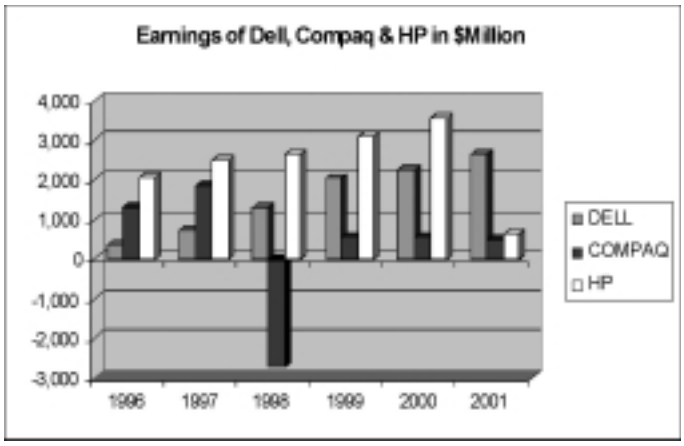
Ed Fern had his audience on the palm of his hand: the quiet in the room was almost spooky as everybody listened intently to his message. The concept is not new actually, Ed explained: Dell Computers has been practicing mass customization for years, and with much success. So much so that Dell's archrivals HP and Compaq see themselves seriously challenged. To wit, at COMDEX 1998, Compaq announced:

> "As part of its strategy to extend its leading market share position, Compaq Computer Corporation (NYSE: CPQ) today has launched a massive direct sales and marketing effort in the U.S. to deliver the utmost in customer choice and value to growing businesses who prefer to buy direct. Integral to this effort, Compaq has redesigned the economics of its channel and reseller distribution model to give customers the best of both worlds—a robust direct program offering outstanding value and a complementary reseller program harnessing the strength of the Compaq reseller network by providing the relationships and value-added support customers expect."

Big words! Indeed, through the year 2000 revenue continued to soar for Compaq, as the following graph shows:



So, of course, did Dell's and HP's. Impressive growth, if it weren't for the earnings, which tell the rather different story shown in the next chart:



In the year 1998, when Compaq published the just-quoted announcement, the company chalked up a $2.8 billion loss. Meanwhile, HP continued to earn well until 2001, when its luck ran out also. Still, HP did better than Compaq. On 3 May 2002, though, to consolidate their fortunes, Compaq and HP merged into a single entity (stock symbol HPQ) 2.5 times the size of Dell. However, even that was not enough: On 16 May 2003, the LA Times reported that Dell is now the top seller of PCs both in the US and globally, overtaking HPQ in both categories.

Ed attributes Dell's rise to its adoption of the principles of mass customization, specifically to its ability to satisfy the particular need and wants of individual customers at prices lower than those of mass produced goods. Dell has obviously recognized, better and earlier than any other competitor, that mass production can no longer satisfy today's customers cost effectively. Dell's customers can benefit from:

- Fully automated customer interface
- Modular product design
- Fully automated supplier interface
- "Quantity one" manufacturing
- Process organization
- Multi-project management system

By contrast in Ed's view, if HPQ continues to build its PCs in the tradition of mass production and distribution through brick-and-mortar stores and mail-order retailers, it will not survive and become a historic fossil just as today Commodore and Amiga are. The following table shows this contrast:

Continued on Page 10

May Meeting Review

Contined from Page 9

MASS PRODUCTION	*MASS CUSTOMIZATION*
• Inventory is free	• Inventory is NOT free
• Time is free	• Time is everything
• Either standardization at low cost or flexibility at high cost	• Low cost and high flexibility
• One size fits all	•Customers are particular
• Market share focus	•Market fragment and variety focus
• Selling goods and services	•Selling service and experiences

Here is where Ed's latest book comes in. Ed is his own publisher and has no inventory on hand. Instead, Ed has a deal with BookSurge, an innovative new company that prints his book whenever an order comes in. Even for an order of a single copy, BookSurge will print one book. With only four days' inventory of paper, ink'and glue on hand, BookSurge has carved itself a niche in the tough world of book publishing by offering these distinctive benefits:

CASH	Customarily tied up in inventory for mass production is freed for promotion. Funds need not "sit in a warehouse accumulating dust and mildew."
CASH	Customarily consumed by warehouse space and personnel is conserved.
SPEED	Forty-eight hour order turn-around is clearly superior to what conventional book publishers and distributors are offering.
FLEXIBILITY	Revisions to the book appear with the next order. New editions need hence not be delayed until after the inventory of the current edition is sold.
NO WASTE	Because books are only produced to fill a reader's firm order, returns are minimal.
ASSET PRESERVATION	The back-order list becomes obsolete. There is no longer an economic reason for books to be "out of print.""

It used to be that time is money. Under mass customization, time is much more important than money. As Ed aptly put it, when he concluded with:

Time is not money.
Time is more important than money, because
Money comes and goes.

Whereas
Time only goes.

George D. Meier, PMP

[1] EJ Fern, V Liberzon, KB McGourty, WS Postma, and NS Wolfe: *Six Steps to the Future—How Mass Customization Is Changing Our World*.—Time-to-Profit, 2003.

Project Management Advanced Topics Seminars

The first Advanced Topics seminar was held on May 3rd and was extremely well-received. **Allen Elder** talked about Critical Chain Project Management to a full crowd at UCI's Learning Center in Orange. The reservations filled up quickly after the e-mail was sent out announcing the seminar and a waiting list was started for people who want to hear the topic again.

Presenter **Allen Elder** (left), with PMI-OC Vice President of Operations, **Glen Fujimoto**

Our next Advanced Topics seminar will be on Software Estimating on June 21st from 8:30 to 12:30 at the same location, UCI's Learning Center. Stay tuned for more details, and be sure and read the e-mail that will be sent out. For further information please contact Frank Parth at programs@pmi-oc.org.

AGILE PROJECT MANAGEMENT

WORDS OF ADVICE

This article was originally published in the 30 January 2003 edition ofCutter Consortium's weekly Agile Project Management E-Mail Advisor —promoting the use of flexible, responsive, and adaptive practices for successful project management and software development. Register for your own free, 4-week trial to the Advisor at http://www.cutter.com/project/email.html .

In this article, we'll look at some hard-learned lessons from the Cutter Consortium "Agile Project Management in Action" E-Mail Advisor series:

1. Most projects that fail had failed before they started.

These projects were given fixed deadlines before any estimates, requirements, quality requirements, and resources were determined and because of this were never planned properly or adequately supported by senior management.

2. Look out not down.

By focusing on your project's context — stakeholders, sponsor, other related projects — you will minimize the probability of unexpected change and, at the same time, build a climate of trust. Let your team focus on the content — that's what they are paid to do.

3. You get the sponsor and stakeholders you deserve.

Time and time again, we see project managers who have done little to build relationships of trust and communication with their sponsor and stakeholders. As a result, the stakeholders and sponsor treat them as people who they can't trust and won't support.

4. Planning is communication always.

It is easy to substitute hard work for clever planning and communication. By using rapid planning (RAP) sessions and by continuously visiting your stakeholders (we call this "Doing Lattes") you will realize that you "can't not communicate." In other words, not involving a double negative, by not communicating with someone, you are communicating that they don't matter.

5. It is all about relationships.

Focus on stakeholders as people, not clients. If you can build a personal relationship with a stakeholder, you will find it easier to build a working relationship with them. Use every technique you can to get close to people.

6. It pays to be paranoid when planning a project.

The old saying, "plan for the worst and hope for the best," is very powerful.

There are more risks in your project than you can ever imagine. Never start a project without a contingency plan.

7. If nothing has changed in your project, be afraid, very afraid.

Change is normal in projects.

If there has been no change to your project (sliders, scope, objectives, stakeholders, risk levels, and so on), then either you have not been communicated to by your team or you have been "set up."

8. It is not over when it's over.

You must constantly look to what happens to the project's deliverables after you,

your stakeholders, your sponsor, and your team have delivered. Who is going to support the product? Who is going to manage that process? What measurement process is in place for support costs and benefits realization? What is the impact on stakeholders after the project is over? What will happen to your team? These issues should be identified at the beginning of your project, not at the end.

Golden Rule: Don't Own the Project — Own the Process

As a project manager, you must get into the space where you see your role as an active facilitator. Your job is to put in place processes such as RAPs, L.A. Law meetings, Doing Lattes, and so on. By fully involving your stakeholders and team in the project management process, you should realize that, if your project fails, you fail *and* so do they. You should fall in love with and be passionate about the process of management, but don't fall in love with your project. Maintain your impartiality about the project's objectives.

In the words of the greatest project manager I have met (**Chris Wolley** of AMP), "I have no opinion. I am the project manager."

Thanks for joining me for the Agile Project Management in Action E-Mail Advisor series and I hope that I have helped you create a project environment where you get to do good work and have fun.

Rob Thomset
Senior Consultant
Cutter Consortium

Rob Thomsett's new book Radical Project Management, is available at *http://www.amazon.com/exec/obidos/ASIN/0130094862/cutterinformatco*

PROJECT MANAGEMENT AT ANY AGE

Teen Project Managers? Students utilize "Project Acceleration Techniques" to win FIRST Robotics Competition Award, Avon, CT (March 31, 2003)

The Avon High School Robotics Team, comprised of students ranging in age from 15 to 18 years old, were recently awarded the "Rookie All Star Award" at the UTC New England FIRST Robotics Competition in Hartford. The 18-member team and team leader built "Marvin", their award wining robot, by utilizing "project acceleration techniques" they learned from corporate sponsor Cheetah Learning.

The FIRST Robotics Competition, now in its 10th year, challenges 800 teams and over 20,000 high school students and mentors from the US, Canada, Brazil and the UK to solve a complex problem in a six-week timeframe using a standard "kit of parts" and a common set of rules.

Teams build robots from kits and test solutions to an annual problem in a series of competitions. The mission of the competition is to design accessible, innovative programs that build self-confidence, knowledge and life skills while motivating young people to pursue opportunities in science, technology and engineering. However, the goal isn't simply to excel at engineering or to simply build a robot. The real goal is building a collaborative team, a supportive community and a solid strategy for problem solving during the competition. That's where project management comes in.

Vying for a chance at over $2 million in college scholarships awarded at the FIRST National Championships, the Avon High School Robots Team knew the challenge would be a "group effort" and managing their project with 18 students over six weeks wouldn't be easy.

The Avon Team was allowed a total budget of $3,500 for materials in addition to their basic robot kit. So the effective and efficient management of time, materials and people was critical. Ms. LaBrosse, Cheetah Learning, CEO, trained the team leader in Project Facilitation, Project Agreement, Teaming, Project Planning, Project Risks, Scheduling, Budgeting and Project Tracing. "This was a fun and rewarding training project with the youngest group I have been part of in over 10 years of project management and accelerated learning training," said Ms. LaBrosse.

The training paid off for the Avon Team with the Rookie All Star Award. "This gives you a lot of perspective on what engineers do on a day-to-day basis, and how to work your way around a complex problem when it comes up," said freshmen Mike Dulla, helping Avon Team members Caitlin O'Nan and Jen Stickler replace a wheel tread that was knocked off during a competition scrimmage. In addition to the Rookie Award, the Avon Team placed a competitive ninth out of 38 other experienced teams in the Regional Competition.

To learn more about FIRST and FIRST Robotics Competition go to www.usfirst.org

For more information regarding this release, please contact Walter Urban, Cheetah Learning at 519-767-2664 or walter@cheetahlearning.com.

ANSWERS TO PMP EXAM QUESTIONS

From page 4

1. **C.** Cost performance is better than plan, CV = EV – AC = 800 – 600 = +200. Schedule performance is worse than plan, SV = EV – PV = 800 – 1000 = – 200. Crashing shortens the duration at an increase in cost. However, a positive CV could make extra funds available for crashing.

2. **A.** This project is right on target. Everything is going according to the plan. CV = 0; SV = 0.

3. **B.** Producing more with less time and money than planned. CV = EV – AC = 1200 – 1000 = +200. We could be done early. SV = EV – PV = 1200 – 1000 = + 200. We should be pleased with this situation.

4. **D.** We are burning 20% more money than we are earning %CV = (EV – AC)/AC = (1000 – 1200)/ 1000 = 0.20 (20%). Our schedule performance is right on plan (SV=0; SPI=1). This situation may be OK, if our project charter states we must stay on schedule "at all costs".

E was not used.

BREAKFAST MEETING BEING PLANNED FOR SOUTH ORANGE COUNTY!!

In response to those members who wanted a more southerly-situated Breakfast Meeting, we will be starting a new breakfast meeting in July, probably somewhere down in the Mission Viejo area. We're aiming for the second week of the month. Please contact Frank Parth at programs@pmi-oc.org if you're interested or have a specific place you would recommend. Stay tuned for more details.

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EXPANDING TIES WITH BRINDERSON AND LOCAL BUSINESSES

As a part of the drive to expand the horizons of PMI-OC and to increase the PMI membership, **Victoria Flanagan**, VP Corporate Relations, and other volunteers participated in 2 corporate outreach events over the last 2 months: PMI awareness presentation and Industry Software Showcase.

Brinderson and the Construction Industry

Royce Parker, Marketing Services Manager at Brinderson, invited PMI-OC to make a presentation to their Brinderson employees at their April training seminar. Victoria Flanagan met Royce at the Western Council for Construction Consumers (WCCC) Conference in February. Brinderson expressed interest in educating their employees about PMI and the importance of Project Management in order to improve their project performance throughout their organization.

Brinderson (www.brinderson.com) is a privately held engineering and construction company that was founded in 1965. They specialize in construction of process plants, refineries, ports, energy plants, health care facilities and industrial complexes. The company's success has earned them a distinction of being ranked among the top 300 contractors for over two decades.

The April 23 Brinderson meeting was well attended with about 40 employees. After networking with attendees during dinner, the PMI-OC team watched the in-house presentation of announcements and staff recognition. The team was amazed at their jobsite safety efforts and their safety record (no OSHA reportable incident at any sites in 2002 and so far this year). Following the in-house presentation, the PMI-OC team of

Tom Cumming, Pradeep Chaphalkar, Mark Greenwald and Victoria gave their presentation on PMI and PMI-OC services and benefits, education and certifications, the

Design Procurement Construction (DPC) SIG (www.dpcsig.org), and the importance of project management.

The team felt that the presentation was a success, ending with a number of Brinderson employees asking questions and picking up literature on PMI membership, PMI-OC, and the DPC SIG. Many were impressed with and expressed strong interest in the breadth of Project Management that PMI supports, PMI's extensive resources, the PMP® certification and benefits, and DPC SIG's network of over 1,600 members. **As a result, we formed a new Construction Industry Committee with Mark Greenwald and Pradeep Chaphalkar as the Co-Chairs.** This committee is working with the DPC SIG to establish a Local Interest Group, and WCCC and Brinderson expressed interest in participating in our Construction Industry initiatives.

UPCOMING SEPTEMBER/OCTOBER EVENT

"Executive Roundtable on Project Management at the Strategic Level"

Sponsored by PMI-OC and ESI International
Look for more information in the July Milestones

Nominate your company or a specific C-Level executive of a local company to participate.

Contact Victoria Flanagan at corporaterelations@pmi-oc.org.

PDMA and the Product Development Industry

PMI-OC recently co-marketed a Product Development Software Showcase along with the **Product Development and Management Association (PDMA)**, Software Council of Southern California, and Life Sciences Industry Council. **Tom Cumming, Frank Parth, and Victoria Flanagan** hosted a PMI-OC exhibit table at the May 20 event which was organized and run by PDMA at the UCI University Club.

PDMA (www.pdmasocal.org) is an international association of professionals involved in the business of defining, developing, and launching new products in diverse industries. Founded in 1976, PDMA's mission is to improve the effectiveness of people engaged in developing and managing new products – whether goods or services.

The evening was buzzing with an attendance of approximately 80 professionals – some were from other industries and others simply looking for employment opportunities. Sopheon, Smart Org, and IDE, the 3 sponsoring product development software vendors, gave presentations on the industry and their software products. Following the software presentations, was a moderated panel discussion that addressed various topics including industry trends, benefits of product development software, need for better communication throughout processes and the organization, and how to determine when a business should to implement such software tools.

More than a dozen attendees were current PMI members and most attendees had some familiarity with PMI. With our PMI-OC exhibit table at a prime location in the building, our booth was well visited. Not only were they interested in PMI overall and our PMP® certification, but they were very interested in learning more about our New Product Development (NPD) SIG.

The NPD SIG, which consists of over 1,100 members, is a group of project management and product development professionals dedicated to advancing the state-of-the-art in these fields, and interested in drawing on each other's expertise to achieve and maintain world-class project management practices within the world of new product development. As a result of the success of this event for PMI and PDMA, we committed to working together on future initiatives.

Expanding our Corporate Outreach

Victoria and her Corporate Relations team are interested in building on our recent successes and in developing industry specific presentations for other verticals. She would love to hear from the PMI-OC members if they have additional ideas for or interest in Corporate Relations initiatives. Note our special **Executive Roundtable** that we are planning for this fall. Contact Victoria at corporaterelations@pmi-oc.org for more information and to **request our new PMI-OC Corporate Relations Brochure**!

DINNER MEETING

TUESDAY, JUNE 10, 2003

Program: **The Heritage and Power of the Integrated PM/SE Project Cycle**

Location: Wyndham Gardens Hotel
3350 Avenue of the Arts, Costa Mesa
Behind the O. C. Performing Arts Center

Time: 5:30 - 9:00 p.m.

Cost:	In Advance:		At the Door:	
	Members	$30.00	Members	$45.00
	Non-Members	$35.00	Non-Members	$45.00

Please register at www.pmi-oc.org**.** You can pay via credit card in advance or by cash/check at the door.

Make your reservation by 9:00 pm, Thursday, June 5th, to obtain the "in advance" price. Reservations made after 9:00 pm, Thursday, June 5th, will be charged the "At Door" price.

If you are unable to attend, please cancel your reservation at www.pmi-oc.org. Members and non-members who cancel after Sunday, June 8th after 9 p.m. will be invoiced a $15 cancellation fee. Members and non-members who make reservations and do not show up at the meeting will be invoiced a $15 no show fee.

PMI-OC BREAKFAST ROUNDTABLE

FOURTH TUESDAY OF EVERY MONTH
JUNE 24, 2003

Location: **Hilton Hotel**
(formerly The Red Lion)
3050 Bristol Street (near Paularino)
Costa Mesa
Atrium Café, Lobby Level
714-540-7000

Time: 7:15 - 8:45 a.m.

Register: Send your e-mail reservation to
Thomas Sippl at tsippl@pacificlife.com

Cost: Self-paid breakfast
Parking is validated

NEW MEMBERS *Continued from page 2*

George M. Lozano, Jr
ARB

Morgan Machina
SunGard Data Systems

Patrice L. Martin
SECOR Intl Inc

Michael T. Martin
Northrop Grumman Corporation

Julia Marzouk
Volt Information Sciences

Ravi S. Mathur

Michael W. Osband
FileNet Corporation

Raymond M. Owen
Deloitte Consulting

Vikas Pathak
Deloitte Consulting

Jeff S. Phillips
Total PC Solutions

Kim Quick
Washington Mutual

Sriram Ramdass
O'Connor Construction Mgmt Inc

Luis R. Rodriguez
Option One Mortgage Corp

Anita Rudesill

Joseph Rutherford

Susan M. Sebastian
Lewis Hyman Inc

Paul B. Ternovacz
Auto Club of Southern California

Raman Venguswamy

Marko Vujicic
Varco International Inc

Kelly M. Williams
Vital Systems Integration Inc

Total New Members: 32
PMI-OC Membership: 1004

PMI Orange County MILESTONES
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MILESTONES is published for the members of the Orange County Chapter of the Project Management Institute for the purpose of notifying members of meetings, Chapter activities, member accomplishments, and to provide information regarding project management in local business and government agencies. Advertising is welcome. However, its publication does not constitute endorsement by the Chapter or the Project Management Institute.

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Editor: **Diane Altwies, PMP**
editor@pmi-oc.org

Advertising Director:
Sriram Ramadas, PMP
advertising@pmi-oc.org

Printing: **Sir Speedy, Long Beach, CA**

Inquiries should be directed to:

PMI-OC, Inc.
Attn: Diane Altwies, PMP
editor@pmi-oc.org

COMING EVENTS

JUNE 10 DINNER MEETING
The Heritage and Power of the Integrated PM/SE Project Cycle
Speakers: Hal Mooz
Vendor Showcase:Planview

MAY 3 ADVANCED TOPICS
Software Estimating
Contact: programs@pmi-oc.org
UCI Learning Center- 8:30 to 12:30pm

JUNE 24 PMI-OC BOARD MEETING
(Changed to the 4th Tuesday as of May 2003)
E-mail: info@pmi-oc.org for meeting information

JUNE 24 BREAKFAST ROUNDTABLE

JULY 8 DINNER MEETING
Speaker: Frank Saladis, NYC-PMI Chapter
Vendor Showcase: Centrecode

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